The 4 W's of Change

DIV/CORPS/JTF

21 APR 2008

THE 4 W's

- Why we have to change
- What it will look like when we're done
- Which way do we go – determining a step by step plan?
- Where do we need your help - what is your role?

We Must Change

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.” – Charles Darwin

NATURE OF WAR IS CHANGING

Past Wars

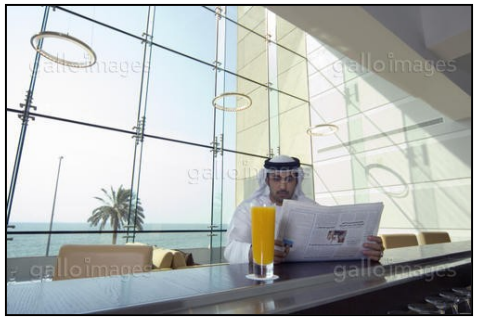
- Largely against uniformed, state actors
- Linear
- Symetric
- Offensive and defensive operations were the priority
- Civilians not a part of battlefield geometry
- Media coverage of battlefield limited and largely reactive

Future Wars

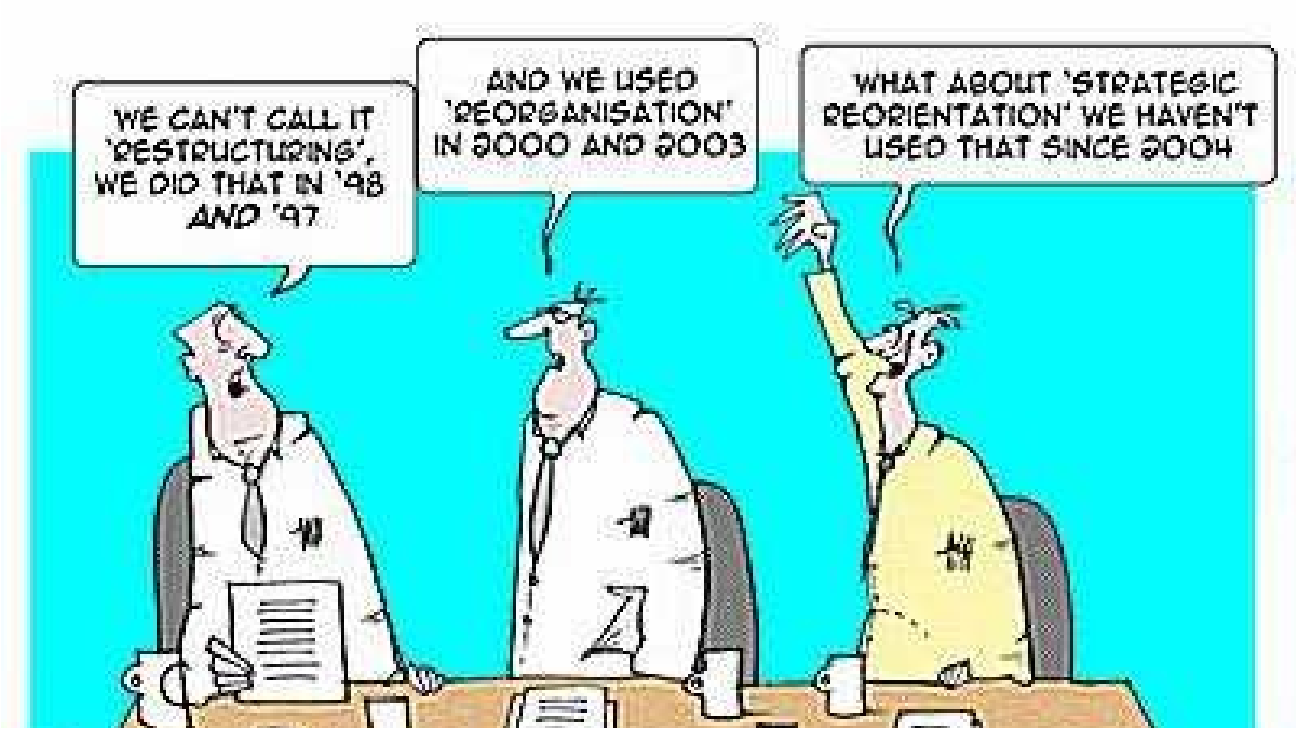
- Increasingly against rogue, non-state actors
- Non-linear
- Assymetric
- Stability operations equal to offensive and defensive ops
- Soldiers/enemy operate amongst population
- Real-time media coverage, Soldiers blogging, embeds, connectivity at every FOB

Our Enemy is Changing

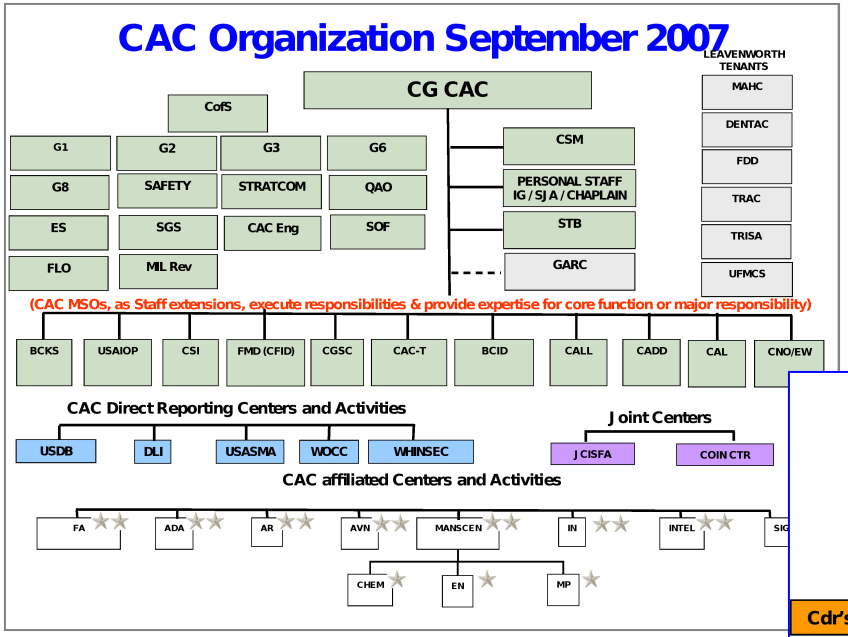
“I say to you: that we (Al Qaeda) are in a battle, and that more than half of this battle is taking place in the battlefield of the media.” – Ayman al Zawahiri

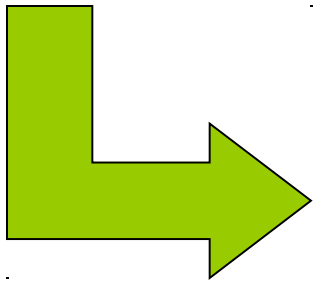


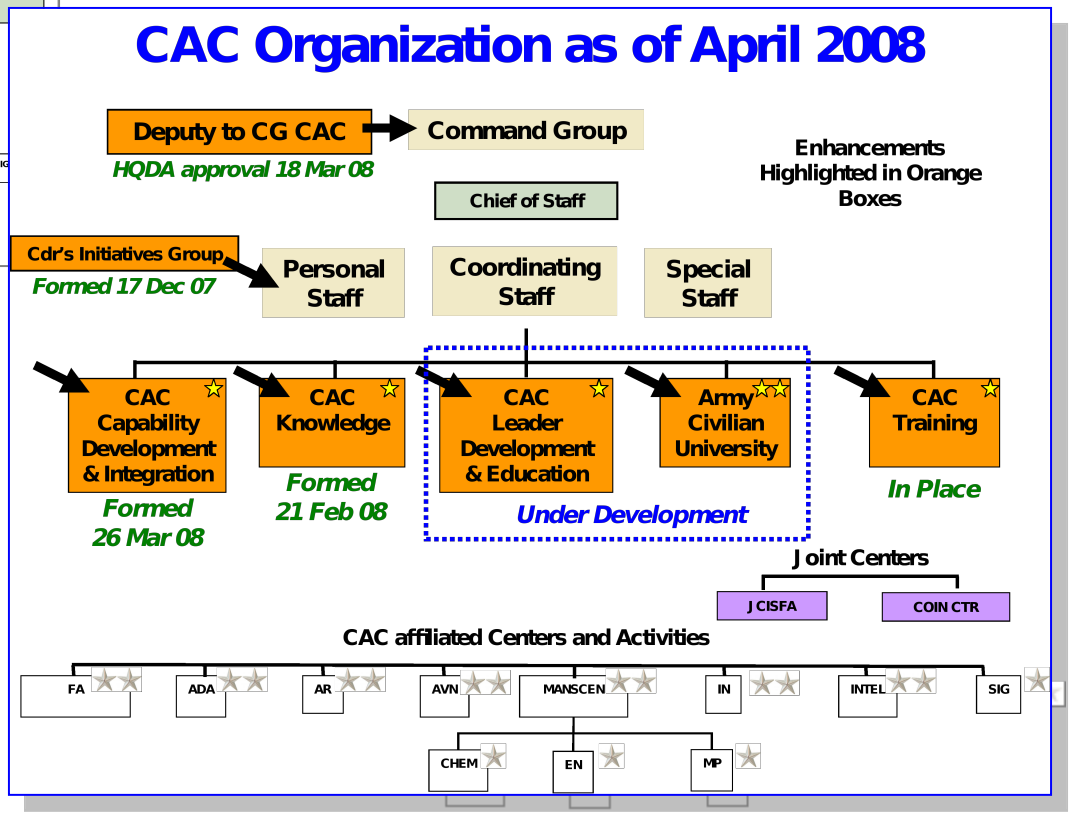
Not Merely “More with Less”
……heard that before!


WE CAN'T CALL IT 'RESTRUCTURING', WE DID THAT IN '98 AND '97
AND WE USED 'REORGANISATION' IN 2000 AND 2003
WHAT ABOUT 'STRATEGIC REORIENTATION' WE HAVEN'T USED THAT SINCE 2004

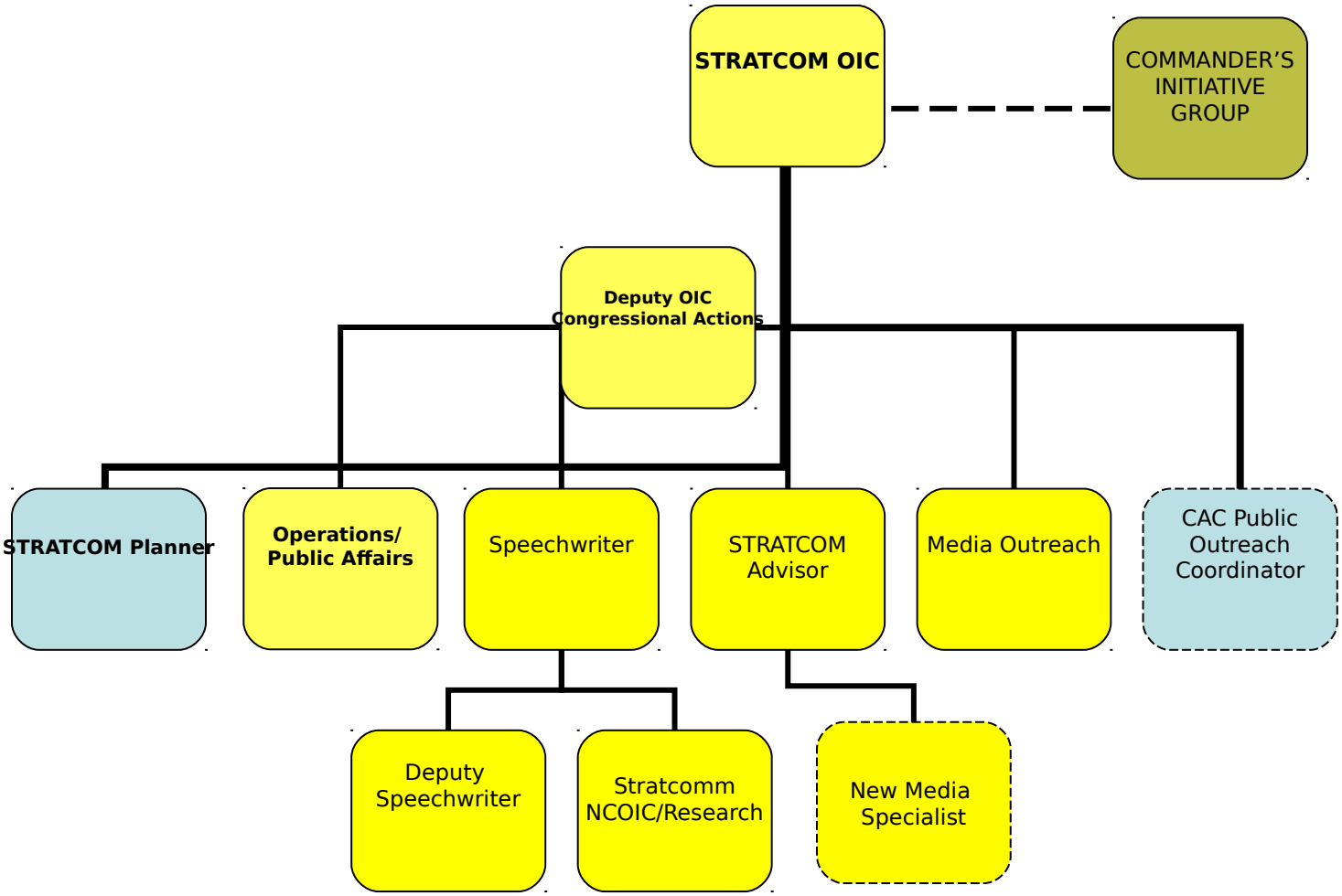
CAC is Changing



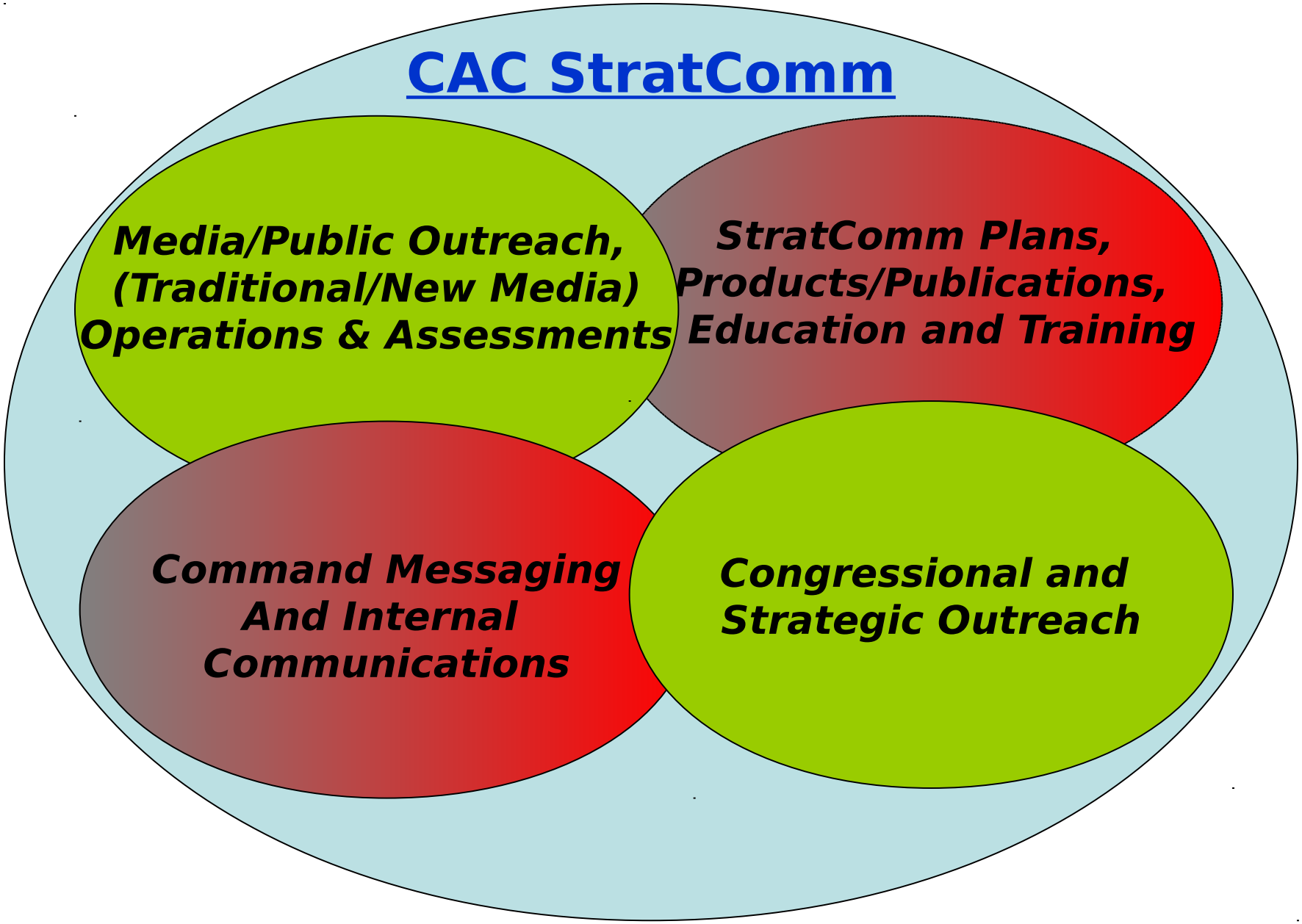




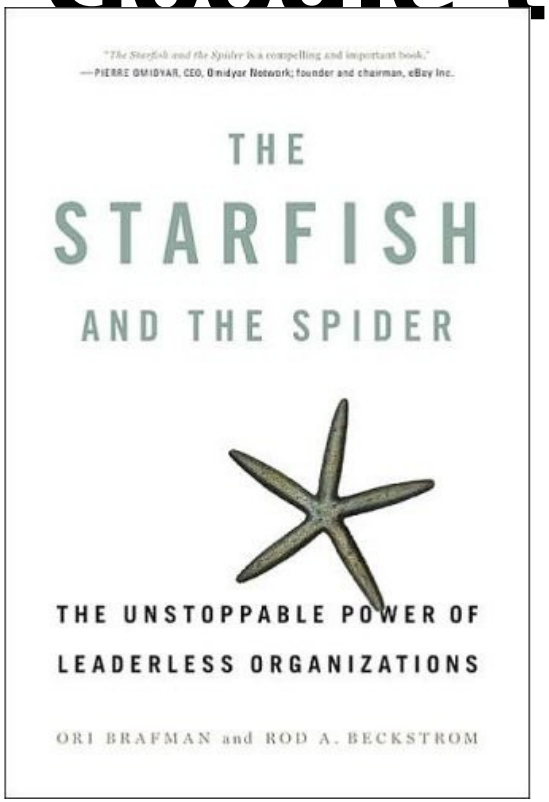
CAC STRATCOM (circa FEB 08)



CAC STRATCOM (MAR 08)


CAC StratComm
Media/Public Outreach, (Traditional/New Media) Operations & Assessments
StratComm Plans, Products/Publications, Education and Training
Command Messaging And Internal Communications
Congressional and Strategic Outreach

Adapting Organizations are Thriving
.....from Google to Al Qaeda

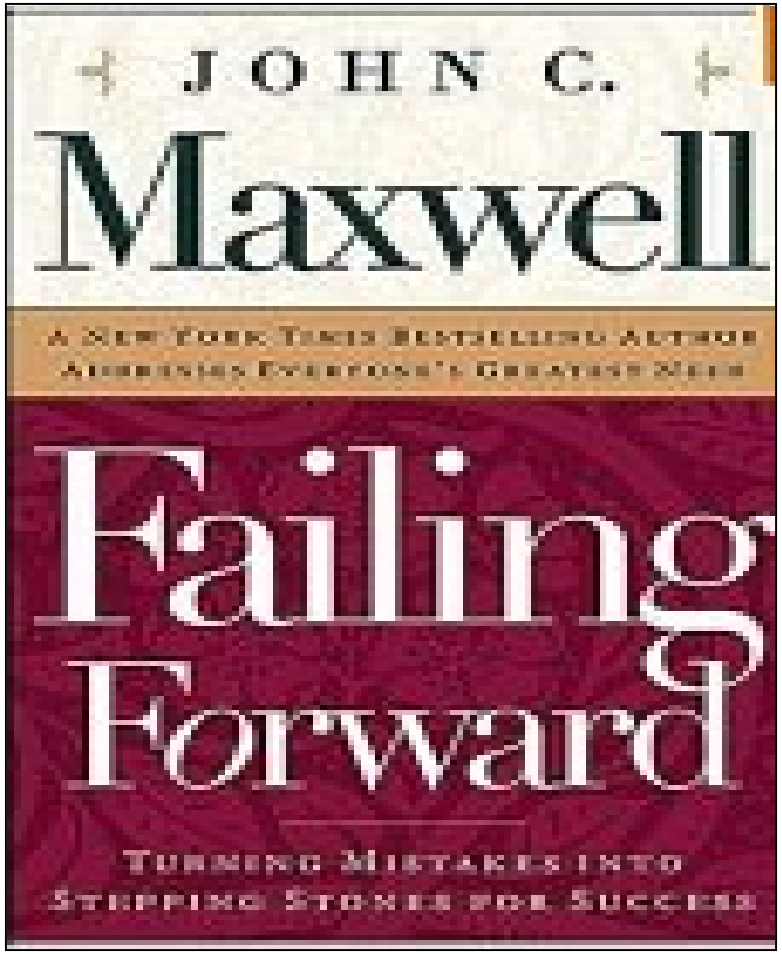

"The Starfish and the Spider is a compelling and important book."
—PIERRE OMIDYAR, CEO, Omidyar Network; founder and chairman, eBay Inc.
THE
STARFISH
AND THE SPIDER
THE UNSTOPPABLE POWER OF
LEADERLESS ORGANIZATIONS
ORI BRAFMAN and ROD A. BECKSTROM

The title metaphor conveys the core concept: though a starfish and a spider have similar shapes, their internal structure is dramatically different—a decapitated spider inevitably dies, while a starfish can regenerate itself from a single amputated leg. In the same way, decentralized organizations, like the Internet, the Apache Indian tribe and Alcoholics Anonymous, are made up of many smaller units capable of operating, growing and multiplying independently of each other, making it very difficult for a rival force to control or defeat them.

IMPERATIVES

- **CSA's guidance is that we balance requirements with what the Army can reasonably resource**
- **We cannot have a "hollow force" where MTOE states allocations that the Army cannot fill**
- **Currently our requirements exceed our #s**
- **547K force is reality**
- **Compare risks associated with various COAs so decision makers can do what is best for our force and our nation**

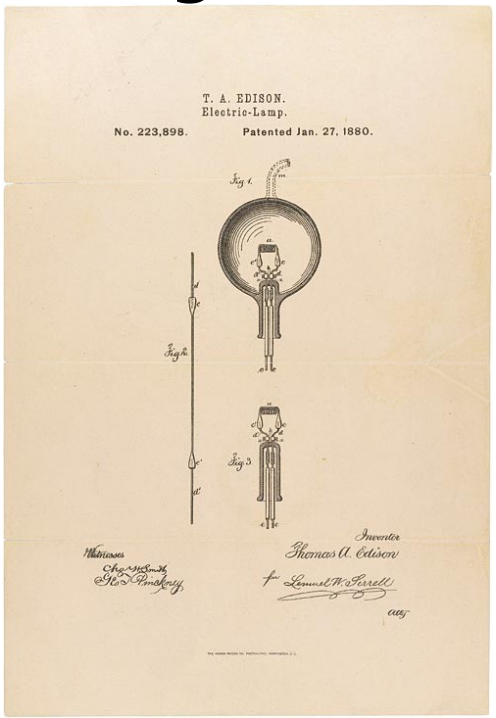
FAILING FORWARD



Every person you admire has walked this road: the Wright brothers, Mary Kay Ash, Amelia Earhart, Hank Aaron, and George Bernard Shaw have all experienced failure and learned how to turn it into a stepping stone for

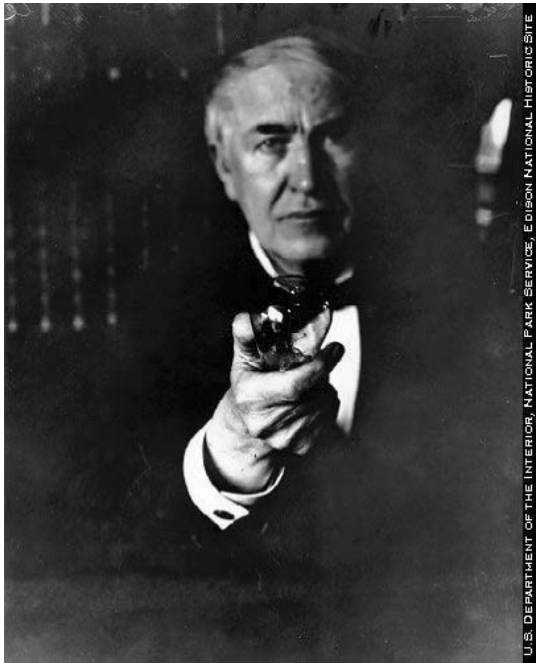
Innovation Must Never Stop

Thomas Edison failed thousands of times before he revolutionized the world by inventing and patenting the incandescent light bulb.

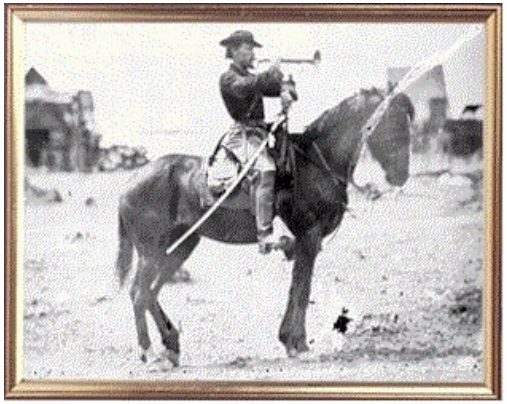

T. A. EDISON.
Electric-Lamp.
No. 223,898. Patented Jan. 27, 1880.

Witnesses
Chas. A. Smith
Geo. Pinckney

Inventor
Thomas A. Edison
for Lemuel W. Serrell
atty



And We'd Better Adapt Too!



The Armored Force was created in July 1940, and by 1942 the Army had removed horses from its inventory.